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ABSTRACT

This study examined the relationship between a superior and subordinate's interpersonal need orientation and subordinate job satisfaction, based on W. C. Schutz's Fundamental Interpersonal Relations Orientation theory which suggests that compatible interpersonal needs are characterized by relational satisfaction. Subjects, 118 people in 59 superior-subordinate dyads, completed two measurement instruments: the Job Description Index and the Fundamental Interpersonal Relations Orientation Behavior scales. Using interpersonal need coorientation in the areas of inclusion, control, and affection as independent variables and the work, supervision, pay, promotion, and co-worker dimensions of job satisfaction as dependent variables, the study categorized the 59 dyads into similar, partially similar, and dissimilar groups. Results failed to confirm any of the study's hypotheses, instead showing that when all three interpersonal needs were considered, dissimilarity was characterized by significantly higher work, promotion, and co-worker satisfaction than similarity. These results suggest that interpersonal needs are an exception to the similarity rule. (Five tables of data are included, and 58 references are attached.) (SR)

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JOB SATISFACTION AS A FUNCTION OF INTERPERSONAL NEEDS: AN ANALYSIS OF SUPERIOR-SUBORDINATE RELATIONSHIPS

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ABSTRACT

Fundamental Interpersonal Relations Orientation (FIRO) theory of interpersonal needs provides a dyadic perspective from which one can examine job satisfaction. Prior research suggests that similar superior-subordinate relationships are characterized by higher job satisfaction than dissimilar superior-subordinate relationships. Thus, this study hypothesized that similar superior-subordinate interpersonal need coorientation would be characterized by higher job satisfaction than either partially similar or dissimilar superior-subordinate relationships. Using interpersonal need coorientation in the areas of inclusion, control, and affection as independent variables and the work, supervision, pay, promotion, and co-worker dimensions of job satisfaction as dependent variables, this study categorized 59 superior-subordinate dyads into similar, partially similar, and dissimilar groups. A series of one-way analyses of variance followed up with post hoc comparisons using the Duncan procedure failed to confirm any of the hypotheses. Results indicated that within the interpersonal need area of inclusion, dissimilarity was characterized by significantly higher work, supervision, and co-worker satisfaction than similarity. No significant differences were found within the interpersonal need area of control. Within the interpersonal need area of affection, dissimilarity was characterized by significantly higher work, pay, and promotion satisfaction than similarity. When all three interpersonal needs were considered, dissimilarity was characterized by significantly higher work, promotion, and co-worker satisfaction than similarity. The results of this study suggested that interpersonal needs are an exception to the similarity rule. The implications of this study and directions for future research were discussed.

Introduction

Context of the Problem

According to Locke (1976), over 3,500 studies have examined the job satisfaction construct. This is not surprising given the importance of job satisfaction in determining organizational productivity (e.g., Lawler, 1977; Pincus, 1985). Despite this importance, extensive development of theory explaining job satisfaction has been neglected (Locke, 1976).

One focus of study that holds promise for job satisfaction theory building is the interpersonal orientation between superior and subordinate. Bacon (1983) argued that the superior-subordinate dyad should be a primary focus of organizational study: "The collective relationships of (superior-subordinate) dyads make up all of the relationships within the organization. . . . Relationships between superiors and subordinates are the fundamental units of most organizations" (p. 1). Although it might be argued that employees spend more time interacting with their peers than with their superiors or subordinates (Volard & Davies, 1982), there is considerable evidence to suggest that superior-subordinate interaction has a more significant impact on organizational behavior (Jablin, 1979). Thus, a theory of job satisfaction based on the superior-subordinate dyad may provide unique insight into the nature and causes of the construct.

Maslow's Needs Hierarchy Theory (1954) suggested that there are five basic needs inherent to all individuals, which operate in hierarchical order, such that lower level needs must be satisfied

before higher level ones: physiological needs, safety needs, belongingness and love needs, esteem needs, and self-actualization needs. Although it was not developed for the organizational context specifically, Miner and Dachler (1973) demonstrated that Maslow's theory could be utilized by managers within organizations to design incentive systems for employees. An employee would experience satisfaction on the job when his job environment corresponded to his or her position on the needs hierarchy.

> Locke (1976) criticized Maslow's assumptions, arguing that: Despite the "intuitive" appeal of Maslow's need hierarchy theory, there is little firm support for its major thesis of a fixed hierarchy of needs which automatically governs action. It is not necessarily what a man needs, but what he values most strongly that dominates his thoughts and actions. Since values are acquired rather than innate, since men have the capacity to choose their values, and since men are not omniscient, such values may or may not be congruous with their needs. (p. 1309)

Additionally, Roberts, Walter, and Miles' (1971) factor analytic study of job satisfaction items designed to measure Maslow's need categories concluded that his theory was not a useful means of structuring job satisfaction. Their study claimed that aspects of different need categories were interrelated and that other aspects of the same categories should be separated.

Herzberg's Motivator-Hygiene (or Two-Factor) Theory (1959) is another theory commonly applied to job satisfaction. Herzberg's theory suggests that job satisfaction and dissatisfaction are a result

of two different causes, or factors. "Motivators" (achievement, personal growth, promotion and advancement, recognition, responsibility, and work itself) were said to be related to aspects of one's specific job; "hygienes" (technical supervision, interpersonal relations, company policy and administration, working conditions, and salary, status, and security) were said to be related to aspects of one's work environment. According to Herzberg, the presence of the six motivators tends to result in satisfaction, while the absence of the five hygienes tends to result in dissatisfaction.

Although Herzberg's (1959) work contributed significantly to understanding job satisfaction by stressing the importance of psychological growth in explaining one's on-the-job satisfaction, several studies (e.g., Cofer & Appleby, 1964; Hulin, 1971; Rand, 1964; Schneider & Locke, 1971; Vroom, 1964; Wall, 1973) have concluded that Herzberg's (1959) two-factor conceptualization of job satisfaction was inaccurate when empirically tested. Each factor was found to have aspects which contributed significantly to both satisfaction and dissatisfaction.

Two theories that have not been utilized as extensively in explaining job satisfaction as Maslow's and Herzberg's are still worthy of mention. First, Goodman and Friedman (1973) conducted an examination of the impact of inequity theory on job satisfaction. Inequity theory stems from Festinger's (1957) cognitive dissonance theory; inequity exists whenever input (one's on-the-job contributions) exceeds output (any physical or psychological reward for one's contributions). The theory suggests that equity results in satisfaction,

inequity results in dissatisfaction. Goodman and Friedman reported limited support for inequity theory in explaining aspects of job satisfaction. Second, Hatfield and Lahiff (1984) focused on a theory somewhat related to inequity theory: discrepancy theory. Discrepancy theory examines job satisfaction as a function of the discrepancy between rewards desired by an individual and rewards communicated to that individual. Low discrepancy tends to result in satisfaction, high discrepancy tends to result in dissatisfaction. The researchers reported moderate empirical support for discrepancy theory in explaining job satisfaction.

One theory that has not been used in research on job satisfaction is Schutz's (1966) Fundamental Interpersonal Relations Orientation (FIRO) theory. Schutz's FIRO theory advanced the idea that compatibility is derived from the interpersonal orientation of three basic needs: inclusion, control, and affection.

The interpersonal need for inclusion is defined by Schutz (1966) as:

> the need to establish and maintain a satisfactory relation with people with respect to interaction and association . . . the need to establish and maintain a feeling of mutual interest with other people . . . the need to feel that the self is significant and worthwhile. (p. 18)

The interpersonal need for control is defined as:

> the need to establish and maintain a satisfactory relation with people with respect to control and power . . . the need to establish and maintain a mutual respect for the competence and

responsibleness of others . . . the need to feel that one is a competent, responsible person. (pp. 18-20)

The interpersonal need for affection is defined as "the need to establish and maintain a satisfactory relation with others with respect to love and affection . . . the need to establish and maintain a feeling of mutual affection with others . . . the need to feel that the self is lovable" (p. 20). Various analyses found these three interpersonal need areas to be consistent in individuals regardless of sex and age (Torpy, 1980) or culture (Liu, 1975; Meredith, 1976), and consistent within a variety of interpersonal contexts including parent-child relationships (Sewell, Mussen, & Harris, 1955) and group interaction (Carter, 1955).

Based on extensive research of the three interpersonal needs, Schutz (1966) formed his postulate of compatibility. Schutz defined compatibility as "a property of a relation between two or more persons, between an individual and a role, or between an individual and a task situation, that leads to mutual satisfaction of interpersonal needs and harmonious coexistence" (p. 105). According to Schutz, relationships with compatible coorientations in the three basic need areas tend to result in interpersonal satisfaction.

Schutz (1966) identified three types of compatibility. First is reciprocal compatibility, based on the assumption that within each interpersonal need area, the expressed behavior of one member of an interpersonal dyad must equal the wanted behavior of the other member and vice versa. Second, originator compatibility is based on the assumption that "two people should complement each other, that is, be

equidistant from the center in opposite directions (in each interpersonal need area) in order to be compatible" (p. 107). The degree to which two individuals' need coorientation is symmetrical is their degree of originator compatibility. Finally, interchange compatibility is based on the assumption that in order to be compatible, individuals should be similar in the three interpersonal need areas. The degree to which two individuals' interpersonal needs match each other is their degree of interchange compatibility.

Schutz's distinction among forms of compatibility is consistent with a significant contradiction in the interpersonal literature: compatibility based on similarity as opposed to compatibility based on dissimilarity. While some theorists suggest that "opposites attract" (e.g., Lederer & Jackson, 1968; Lerner & Agar, 1972; Novak & Lerner, 1968), others suggest that "birds of a feather flock together" (e.g., Byrne, 1971; McCroskey, Richmond, & Daly, 1975).

FIRO theory has failed to resolve this anomaly. Reciprocal and originator compatibility are based on dissimilarity of individuals, interchange compatibility is based on similarity of individuals (Hawley & Heinen, 1979). Although Kerckoff and Davis (1962) and Moos and Spiesman (1962) examined compatibility as a function of reciprocal (dissimilar) needs and Hewitt, O'Brien, and Hornik (1974) and Reddy and Byrnes (1972) studied compatible interchange (similar) relationships, no work was found in the literature that examined the relative ability of each to account for either relational or job satisfaction.

Rationale for the Study

As previously stated, FIRO theory has not been applied to job satisfaction research. There are, however, five justifications for doing so. First, FIRO theory overcomes a major theoretical inadequacy of Maslow's (1954) Needs Hierarchy. While Maslow's theory assumes fixed need categories, Schutz's (1966) FIRO theory recognizes that interpersonal needs can vary as a function of an individual's values; no assumptions about the relative importance of each one are made. Schutz's theory recognizes the independent and relative impact of each interpersonal need on relational outcomes. Second, unlike Herzberg's two factors, Schutz's FIRO theory accounts for the possibility that each interpersonal need may be a determinant of both satisfaction and dissatisfaction. Third, inequity theory (Goodman & Friedman, 1973) and discrepancy theory (Hatfield & Lahiff, 1984) have received only modest support at best. Schutz's postulate of compatibility, on the other hand, has received generally good support for its ability to explain aspects of interpersonal satisfaction (e.g., Hewitt, O'Brien, & Hornik, 1974; Moos & Spiesman, 1962; Reddy & Byrnes, 1972). Perhaps the utilization of Schutz's perspective to examine job satisfaction may also prove successful. A fourth justification lies in the dyadic nature of the superior-subordinate relationship. As argued by Bacon (1983): "One frequently studied context is the superior-subordinate relationship . . . the organizing process is achieved by overlapping (superior-subordinate) dyads" (p. 1). Despite the dyadic nature of organizations, none of the previously mentioned theoretical perspectives except Schutz's (1966) FIRO theory provide a dyadic perspective from

which job satisfaction can be examined. A fifth justification for the introduction of FIRO theory to job satisfaction is its potential capacity to examine the relative ability of similar vs. dissimilar compatibility to account for job satisfaction within one theoretical paradigm: Schutz's theory of interpersonal needs.

Most research on similarity and dissimilarity within an organizational context has focused on the dyadic relationship between superior and subordinate. Daly, McCroskey, and Falcione (1976) isolated six major kinds of homophily and heterophily found within organizations: attitude homophily and heterophily, background homophily and heterophily, appearance homophily and heterophily, belief-value homophily and heterophily, job homophily and heterophily, and personality homophily and heterophily.

Similarity of attitudes appears to contribute to positive organizational outcomes. Hellweg (1978) found attitudinal similarity to be a dimension of a counterpart's perceptions of an ideal superior or an ideal subordinate. Peters and Terborg (1975) concluded that attitudinal similarity between superiors and subordinates was characterized by higher task competence, higher perceived competence, and higher co-worker compatibility on behalf of the subordinate. Similarly, Smith, Meadows, and Sisk (1970) found that learning performance ratings increased significantly in superior-subordinate dyads that were similar, and that performance ratings decreased significantly in superior-subordinate dyads that were dissimilar, even when actual performance was equivalent. Not surprisingly, they also found actual performance to be significantly higher within

superior-subordinate dyads that were characterized by similarity.

Biographical similarity in superior-subordinate relationships also appears to be desirable. For example, La Porte (1965) found that superiors appointed to leadership positions within an organization tended to have similar backgrounds with respect to their subordinates. Additionally, background similarity between superior and subordinate tended to be characterized by less conflict than in dissimilar superior-subordinate dyads (Corwin, 1969).

Richmond (1974) found opinion leaders within organizations tended to have a higher degree of appearance homophily with those who followed them than formally appointed leaders. Byrne's (1971) extensive examination of the role of attraction in interpersonal relations concluded that similarity in appearance tended to result in a higher degree of attraction within work relationships as well. Senger (1971) found that superiors rated subordinates higher in job performance when their value structures were homophilous, and lower in job performance when their value structure was heterophilous.

Much of the research on job similarity and dissimilarity has been specific to task performance. Bass's (1960) examination of group interaction within organizations concluded that groups performing similar tasks were characterized by more effective interaction than groups performing dissimilar tasks. Senn (1971) concluded that individuals performing the same tasks were more attracted to one another than individuals performing dissimilar tasks. Also, La Porte (1965) found that individuals with the same job exhibited less conflict and greater understanding between them.

Similarity and dissimilarity in personality traits clearly have an impact on organizational interaction. Hoffman (1959) found several dissimilar personality traits to contribute to more inventiveness in organizational problem solving. Huber (1970) found that superiors were rated higher in effectiveness by their subordinates when personality scores were closely matched. Finally, House, Filley, and Gujarati (1971) found that superiors with a high authoritarian predisposition tended to interact significantly more with subordinates who had a similarly high authoritarian predisposition.

Two generalizations are suggested from the preceding literature about the concept of organizational similar and dissimilar compatibility. First, many variables are affected by the degree of similarity and dissimilarity between superiors and subordinates within an organization. Second, while similarity is generally beneficial to individuals within an organization as well as the organization itself, there are certain contexts such as organizational decision making and problem solving in which dissimilarity can be beneficial. In short, "birds of a feather should <u>generally</u> flock together."

Finally, several studies have examined the impact of similarity and dissimilarity on job satisfaction specifically. Falcione, Daly, and McCroskey (1977) concluded that attitude homophily had some ability to predict job satisfaction. More recently, Eisenberg (1985) found that similar attitudes toward communication within organizational relationships tended to result in higher job satisfaction. Infante and Gorden's (1981) study of communicator style concluded that similarity in dramatic and animated communicator style tended to

result in satisfaction, and dissimilarity in dramatic communicator style tended to result in dissatisfaction. Hurt and Teigen (1978) found that homophilous perceptions concerning solidarity and trust in the workplace could predict subordinate satisfaction to a limited degree.

Purpose of the Study and Hypotheses

The purpose of this study was to examine the relationship between a superior and subordinate's interpersonal need orientation and subordinate job satisfaction. Schutz's (1966) FIRO theory suggests that compatible interpersonal needs are characterized by relational satisfaction. Additionally, the literature suggests that similarity tends to result in job satisfaction. Using Schutz's three interpersonal needs as independent variables and dimensions of job satisfaction as dependent variables, this study tested the following hypotheses:

H_1: Similar superior-subordinate inclusion coorientation will be characterized by higher subordinate job satisfaction than either partially similar or dissimilar superior-subordinate inclusion coorientation.

H_2: Similar superior-subordinate control coorientation will be characterized by higher subordinate job satisfaction than either partially similar or dissimilar superior-subordinate control coorientation.

H_3: Similar superior-subordinate affection coorientation will be characterized by higher subordinate job satisfaction than either partially similar or dissimilar superior-subordinate affection coorientation.

H_4: Similar superior-subordinate dyads will be characterized by higher job satisfaction than either partially similar or dissimilar superior-subordinate dyads.

Methodology

Subjects

Subjects for this study consisted of 118 members or 59 superior-subordinate dyads of five large west coast organizations. All superiors were front-line managers within their organizations, all subordinates were only one hierarchical level below their respective superiors. The superiors and subordinates were of varying ages, sex, and tenure. All superior-subordinate dyad participants used in this study were associated with their counterparts for at least one year.

Instruments

The two measurement instruments employed in this study were the Job Description Index (JDI) developed by Smith, Kendall, and Hulin (1969), and the Fundamental Interpersonal Relations Orientation Behavior (FIRO-B) scales developed by Schutz (1966).

Job Description Index. The JDI is an instrument consisting of five scale sets designed to measure an employee's satisfaction with work, pay, promotion, supervision, and co-workers. The JDI consists of a total of 64 items. The dimensions of work, supervision, and co-workers are measured with 18 items each; the dimensions of pay and promotion are measured with nine items each. Each item asked subjects to indicate whether or not that item applied to a particular dimension

of their job. Subjects were instructed to respond as follows: "Y" = yes, "N" = no, and "?" = undecided. Consistent with prior research (Smith, Kendall, & Hulin, 1969), scoring for the JDI was as follows: yes = 3, ? = 1, no = 0 for positively discriminating items; yes = 0, ? = 1, no = 3 for negatively discriminating items.

The JDI has been found to be a valid and reliable measure of job satisfaction. Smith, Kendall, and Hulin (1969) reported corrected split-half internal consistency coefficients to be greater than .80 for each job satisfaction dimension. Gillet and Schwab (1975) found the JDI to have high internal and external validity. Falcione (1974) concluded that the JDI was valid and reliable across a wide variety of different organizations.

FIRO-B scales. FIRO-B is an instrument consisting of ordinal level Guttman scales designed to measure an individual's expressed and wanted behavior in the three interpersonal need areas: inclusion, control, and affection. FIRO-B consists of a total of 54 items. Expressed and wanted behavior in the three interpersonal need areas are measured by nine items each. Each item consists of a hypothetical first-person behavioral statement. Subjects were instructed to respond in one of two ways. The first set of responses were as follows: usually, often, sometimes, occasionally, rarely, and never. The second set of responses were as follows: most people, many people, some people, a few people, one or two people, nobody. Scoring for the first set of responses was as follows: usually = 1, often = 2, sometimes = 3, occasionally = 4, rarely = 5, never = 6. Scoring for

the second set of responses was as follows: most people = 1, many people = 2, some people = 3, a few people = 4, one or two people = 5, nobody = 6. FIRO-B scales have been proven reliable (Schutz, 1966) and several studies have argued for their internal validity (Liu, 1975; Schutz, 1966) and external validity (Liu, 1975; Meredith, 1976; Torpy, 1980).

Procedure

One hundred and eleven organizational superiors (all available first-line superiors within the five utilized organizations) were sent FIRO-B questionnaires via interdepartmental mail. Based on their company assigned employee number, one immediate subordinate of each was selected at random and sent a FIRO-B questionnaire as well as the JDI instrument via separate interdepartment mail. A cover letter assured all subjects that participation was voluntary, confidential, and anonymous, and that data would only be reported in aggregate form. All responses were returned via interdepartmental mail. Seventy superior responses were returned; 91 subordinate responses were received. From these responses, 59 complete superior-subordinate dyads could be formed. The number of complete dyads provided by each organization was as follows: organization one provided 13 complete dyads; organization two provided eight complete dyads; organization three provided 16 complete dyads; organization four provided 14 complete dyads; organization five provided eight complete dyads.

Data Analysis

From the three interpersonal need areas of inclusion, control, and affection, Schutz (1966) derived the three previously mentioned

compatibilities: reciprocal and originator (dissimilar) compatibility and interchange (similar) compatibility. From these three kinds of compatibilities, Schutz derived an additional nine subcompatibilities. He further advocated summing the nine scores to form a composite compatibility index. Hawley and Heinen (1979), however, argued against using the compatibility index: "(it) achieves mathematical parsimony, but it does not increase our understanding of compatibility" (p. 580). They argued that the kinds of compatibility derived from the three interpersonal needs are not equivalent and consistent with each other and with dependent measures. For example, a dyadic relationship could be similar in two interpersonal need areas and dissimilar in another. Additionally, the degree of similarity in each interpersonal need area may have a widely varying impact on various phenomena. Schutz's compatibility index would conceal unique compatibility characteristics of each interpersonal need area. Thus, this study neglected the compatibility index in favor of independent interpersonal need measurement and analysis.

Based on a mean split of this particular sample, subjects were classified as either high or low in expressed and wanted behavior in each of the three interpersonal needs. Superiors and subordinates were then classified as having similar (similar in both expressed and wanted), partially similar (similar in either expressed or wanted), or dissimilar (dissimilar in expressed and wanted) coorientation in each of the three interpersonal need areas. Furthermore, superior-subordinate dyads were classified as either generally similar (a summed score of 7 or greater if similar = 3; partially similar = 2; and dissimilar = 1),

partially similar (a summed score of 5 or 6 if similar = 3; partially similar = 2; and dissimilar = 1), and dissimilar (a summed score of less than 5 if similar = 3; partially similar = 2; and dissimilar = 1). This classification system was selected arbitrarily in an attempt to achieve an overall compatibility score for each superior-subordinate relationship.

Reliability checks on the FIRO-B scales and the JDI were conducted. Pearson correlations among the dimensions of job satisfaction were calculated. Pearson correlations between the dimensions of job satisfaction and similarity groups were calculated in each interpersonal need area. Using similarity, partial similarity, and dissimilarity in each interpersonal need area as independent variables and the five dimensions of job satisfaction as dependent variables, one-way analyses of variance between the three similarity groups were computed. The Duncan procedure was used post hoc to test differences between specific similarity groups. Finally, one-way analyses of variance between similar, partially similar, and dissimilar superior-subordinate dyads were conducted. The Duncan procedure was used post hoc to test the differences between specific similarity groups. An alpha level of .05 was selected as an acceptable level of significance.

Results

Reliability

In order to test scales for internal consistency, a reliability check using Cronbach's alpha was computed for each dimension of the superior and subordinate FIRO-B scales and the JDI. All superior and

subordinate FIRO-B dimensions proved to be highly reliable, yielding alpha levels of .82 to .94. The JDI proved to be generally reliable. Although the alpha level of the pay satisfaction dimension was only .56, the other four dimensions ranged from .84 to .90. All scales were judged sufficiently reliable for inclusion in this study and subsequent testing of hypotheses.

Analyses of Variance

In order to test the first three hypotheses, separate one-way analyses of variance of job satisfaction dimensions were conducted between similar, partially similar, and dissimilar coorientations in each of the three interpersonal need areas. Analyses of variance were supplemented by post hoc comparisons using the Duncan procedure. An alpha level of .05 was selected as an appropriate level of significance for all procedures.

Hypothesis one. The first hypothesis posited that similar inclusion coorientation would be characterized by higher job satisfaction than either partially similar or dissimilar inclusion coorientation. Although five separate one-way analyses of variance between similarity groups found significant differences in the work, supervision, and co-worker dimensions of job satisfaction, post hoc comparisons using the Duncan procedure indicated that no differences were in the predicted direction. Thus, the hypothesis was not confirmed. (Refer to Tables 1 and 5 for more detailed results.)

Hypothesis two. The second hypothesis posited that similar superior-

subordinate control coorientation would be characterized by higher job satisfaction than either partially similar or dissimilar control coorientation. Five separate one-way analyses of variance between control similarity groups found no significant differences. Thus, hypothesis two could not be confirmed. (Refer to Tables 2 and 5 for more detailed results.)

Hypothesis three. The third hypothesis posited that similar superior-subordinate affection coorientation would be characterized by higher job satisfaction than either partially similar or dissimilar affection coorientation. Although five separate one-way analyses of variance between affection similarity groups found significant differences in the work, pay, and promotion dimensions of job satisfaction, post hoc comparisons using the Duncan procedure indicated that no differences were in the predicted direction. Thus, hypothesis three was not confirmed. (Refer to Tables 3 and 5 for more detailed results.)

Hypothesis four. The fourth hypothesis posited that similar superior-subordinate dyads would be characterized by higher job satisfaction than either partially similar dyads or dissimilar dyads. Although five separate one-way analyses of variance between dyads found significant differences in the work, promotion, and co-worker dimensions of job satisfaction, post hoc comparisons using the Duncan procedure indicated that no differences were in the hypothesized direction. Thus, hypothesis four could not be confirmed. (Refer to Tables 4 and 5 for more detailed results.)

Discussion

The purpose of this study was to examine the relationship between a superior and subordinate's interpersonal need coorientation and a subordinate's job satisfaction. Hypothesis one posited that similar superior-subordinate inclusion coorientation would be associated with higher subordinate job satisfaction than either partially similar or dissimilar inclusion coorientation. Although it was disconfirmed, there are two post hoc conclusions that can be reached. First, dissimilar inclusion coorientation between superior and subordinate tended to be characterized by significantly higher work satisfaction, satisfaction with supervision, and satisfaction with co-workers than similar inclusion coorientation. Second, partially similar inclusion coorientation was characterized by significantly higher work satisfaction than similar inclusion coorientation. This study suggests that in the interpersonal need area of inclusion, dissimilarity results in more satisfaction than similarity.

Hypothesis two postulated that similar superior-subordinate control coorientation would be associated with higher subordinate job satisfaction than either partially similar or dissimilar superior-subordinate control orientation. Although it was disconfirmed, it can be concluded that of the three interpersonal need areas, superior-subordinate control coorientation accounted for the least amount of variance in job satisfaction. No statistically significant differences were found between similar, partially similar, and dissimilar control coorientation.

Hypothesis three posited that similar superior-subordinate affection coorientation would be associated with higher subordinate job satisfaction

than either partially similar or dissimilar superior-subordinate affection coorientation. Although it was disconfirmed, there are two post hoc conclusions that can be reached. First, dissimilar affection coorientation between superior and subordinate was characterized by significantly higher work satisfaction, pay satisfaction, and satisfaction with promotion than similar superior-subordinate affection coorientation. Second, partially similar affection coorientation was characterized by significantly higher work satisfaction and satisfaction with promotion than similar affection coorientation. This study suggests that in the interpersonal need area of affection, dissimilarity results in more satisfaction than similarity.

And, finally, hypothesis four postulated that similar superior-subordinate dyads would be associated with higher job satisfaction than either partially similar or dissimilar superior-subordinate dyads. Although it was disconfirmed, three post hoc conclusions can be reached. First, when all three interpersonal needs were considered, generally dissimilar superior-subordinate dyads were characterized by significantly higher work satisfaction, satisfaction with promotion, and satisfaction with co-workers than generally similar superior-subordinate dyads. Second, generally partially similar superior-subordinate dyads were characterized by significantly higher satisfaction with promotion and satisfaction with co-workers than similar superior-subordinate dyads. Additionally, generally dissimilar superior-subordinate dyads were characterized by significantly higher work satisfaction, satisfaction with promotion, and satisfaction with co-workers than generally partially similar superior-subordinate dyads.

Therefore, this study suggests that when all three interpersonal needs are considered within the superior-subordinate dyad, dissimilarity results in more satisfaction than either similarity or partial similarity, and partial similarity results in more satisfaction than similarity.

This study suggests that dissimilar coorientation in the interpersonal need areas of inclusion, control, and affection can result in higher work satisfaction, satisfaction with supervision, pay satisfaction, satisfaction with promotion, and satisfaction with co-workers than similar coorientation. The results of this study contradict much of the previously cited superior-subordinate homophily literature that suggested similarity leads to higher job satisfaction (e.g., Daly, McCroskey, & Falcione, 1976). There are a number of possible explanations for these surprising findings. In their extensive discussion of homophily and heterophily in the communication process, Rogers and Bhowmik (1970) advanced several generalizations that may shed some light on the findings of this study.

First, they argued that a desired attitude change is most easily achieved when a source and a receiver possess "optimal" heterophily in competence. They argue that such differences in competence are optimal in that the difference in competence is large enough for the receiver to accept the competence of the source and yet similar enough to preclude comprehension difficulty. Perhaps job satisfaction is achieved when there is an "optimal" degree of dissimilarity in interpersonal need coorientation. In short, the relationship between similarity type and job satisfaction may be curvilinear.

Rogers and Bhowmik also argued that degree of empathy between a sender and a receiver is related to homophily-heterophily. Because this sample examined only immediate superior-subordinate relationships, there is the possibility that this particular sample was characterized by an unusually high degree of empathy between superior and subordinate.

Two possible implications of this study bear mention. First, as previously indicated, interpersonal need coorientation appears to be an exception to the similarity rule. While for many attributes similarity tends to result in higher job satisfaction, this study suggests that dissimilarity in inclusion, control, and affection coorientation is desirable as far as job satisfaction is concerned. This conclusion is somewhat surprising when one considers similarity research within an interpersonal context. Most interpersonal research has suggested that similarity is conducive to satisfactory interpersonal relationships (e.g., Lerner & Agar, 1972; McCroskey, Richmond, & Daly, 1975). This study would seem to suggest that conclusions about relationships reached within an interpersonal context may not be necessarily extended to the superior-subordinate relationship.

The second implication concerns task and relational outcomes within organizations. Except for weak results in the case of dissimilar inclusion coorientation, no significant relationship was found between any degree of similarity and satisfaction with supervision. One might have expected interpersonal need coorientation to have a more significant impact on a relational dimension of job satisfaction: satisfaction with supervision. The largest differences, however, were consistently found among the task oriented dimensions of job

satisfaction: satisfaction with work and satisfaction with pay. The results of this study would seem to suggest that relational concepts may not be useful in explaining relational outcomes within an organization.

Four possible limitations of this study need to be addressed. First, although some significant relationships were found, a sample size of only 59 superior-subordinate dyads was utilized, leading to insufficient statistical power to allow the salient attributes of this study to emerge (Cohen, 1977). Therefore, the generalizability of the conclusions reached in this study are suspect. Given that the mean scores of job satisfaction between similarity groups were consistently unidirectional, however, there does not appear to be a high possibility of Type II error in accepting the null hypothesis. Due to the lack of power, unfortunately, several relationships that would further support the conclusions about dissimilarity may have escaped detection.

A second potential limitation of this study concerns the method of data analysis employed in this study. Labeling subjects as high or low in each interpersonal need area based on a mean split forces an "either-or" decision as far as grouping cases. Such grouping tends to ignore the degree to which cases are similar or dissimilar. Data were unnecessarily forced into only two groups rather than fit into a more widely varying range of similarity. For example, a case only one point above the mean is grouped into the same category as a case two standard deviations above the mean rather than with a case one point below the mean. Additionally, high-low grouping does not allow the researcher to distinguish between Schutz's two kinds of dissimilar

compatibility: reciprocal and originator. Thus, this study was forced to consider them both together rather than as separate independent measures.

A third potential limitation concerns the organizations from which the data were collected. All five organizations used in this study were "high-technology" type organizations. (It is worth noting that the conclusions reached in this study were consistent when broken down by organization.) Due to the dynamic nature of the high-technology industry, results in this study may be unique to such organizations. The work of Fahs and Reinhard (1974) suggested that dissimilarity can contribute to successful innovation. In the high-technology industry where change and innovation are the keys to success, dissimilarity may contribute to successful change and innovation and, therefore, job satisfaction. In the "Mom and Pop" grocery store, however, similarity might be desirable to perpetuate already stable and satisfactory relationships. A sample of smaller organizations may have produced different results.

Finally, constraints placed on this study mandated using all available first-line superiors within the five organizations. As a result, only lower level managers and their immediate subordinates were available for this study. This sample may not be as representative as one that was randomly selected from all hierarchical levels. Thus, these findings should be generalized with caution.

On the basis of this study's findings, several directions for future research can be advocated. First, replication of this study in other types of organizations is warranted with the following

improvements: a larger and truly randomly selected sample to improve generalizability of findings (future studies facing a small sample size might also consider a priori contrast techniques in order to increase statistical power); and better operationalization and grouping of similarity types to determine whether or not there is a linear or curvilinear relationship between similarity type and job satisfaction. Additionally, because prior research has utilized Schutz's (1966) potentially misleading compatibility index, replication of this study within an interpersonal context using relational satisfaction as a dependent variable should provide some indication as to which type of Schutz's compatibilities accounts for more interpersonal satisfaction.

Second, longitudinal studies should be conducted. Interpersonal needs or job satisfaction may be developmental in nature. If these constructs vary over time, the results of this study may be only one step in a continuing, ongoing process.

Finally, a reassessment of the use of interpersonal concepts in examining superior-subordinate relationships may be warranted. As previously stated, this study offered results inconsistent with prior superior-subordinate interpersonal need coorientation (a relational concept) research. Perhaps this is not so surprising when one considers that superior-subordinate relationships, unlike most interpersonal relationships, are inherently asymmetrical in nature. Although prior research has examined both relational and task outcomes as a function of symmetrical (interpersonal) relationships, prior research has been limited to examining only task outcomes as a function of asymmetrical (superior-subordinate) relationships. Future lines of

research might explore the relative ability of symmetry-based theory and asymmetry-based theory to account for both relational and task outcomes within the organization.

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APPENDIX

Table 1

ONE-WAY ANOVAS FOR SATISFACTION BY INCLUSION COORIENTATION GROUPS

	df	ss	ms	f	Sig.	Eta
BETWEEN	2					
work		1728.23	864.12	4.98	.010	.398
supervision		1284.36	642.18	2.64	.081	.293
pay		149.67	74.84	1.98	.148	.257
promotion		261.66	130.83	1.66	.199	.237
co-workers		1181.68	590.84	3.55	.035	.336
WITHIN	56					
work		9720.68	173.58			
supervision		13640.38	243.57			
pay		2115.89	37.78			
promotion		4408.27	78.72			
co-workers		9312.62	116.30			
TOTAL	58					
work		11448.92				
supervision		14924.75				
pay		2265.56				
promotion		4669.93				
co-workers		10494.31				

Table 2

ONE-WAY ANOVAS FOR SATISFACTION BY CONTROL COORIENTATION GROUPS

	df	ss	ms	F	Sig.	Eta
BETWEEN	2					
work		30.63	15.32	0.07	.930	.045
supervision		627.84	313.92	1.26	.292	.212
pay		32.44	16.22	0.39	.676	.122
promotion		221.75	110.88	1.50	.231	.232
co-workers		363.47	181.74	0.99	.378	.190
WITHIN	53					
work		11113.30	209.69			
supervision		13221.88	249.47			
pay		2178.99	41.11			
promotion		3905.23	73.68			
co-workers		9716.53	183.33			
TOTAL	55					
work		11143.93				
supervision		13849.71				
pay		2211.43				
promotion		4126.98				
co-workers		10080.00				

Table 3

ONE-WAY ANOVAS FOR SATISFACTION BY AFFECTION COORIENTATION GROUPS

	df	ss	ms	F	Sig.	Eta
BETWEEN	2					
work		2754.64	1377.32	8.87	.000	.490
supervision		556.48	278.24	1.08	.345	.192
pay		223.37	111.68	3.06	.054	.313
promotion		950.41	475.21	7.16	.002	.452
co-workers		526.20	263.10	1.48	.237	.224
WITHIN	56					
work		8694.28	155.26			
supervision		14368.27	256.58			
pay		2042.19	36.47			
promotion		3719.52	66.42			
co-workers		9968.10	178.00			
TOTAL	58					
work		11448.92				
supervision		14924.75				
pay		2265.56				
promotion		4669.93				
co-workers		10494.31				

Table 4

ONE-WAY ANOVAS FOR SATISFACTION BY DYAD COORIENTATION GROUPS

	df	ss	ms	F	Sig.	Eta
BETWEEN	2					
work		1925.96	962.98	5.66	.000	.410
supervision		1174.61	587.31	2.39	.100	.281
pay		180.21	90.11	2.42	.098	.283
promotion		1270.18	635.09	10.46	.000	.522
co-workers		1427.13	713.57	4.41	.017	.369
WITHIN	56					
work		9522.96	170.05			
supervision		13750.13	245.54			
pay		2085.35	37.24			
promotion		3399.75	60.71			
co-workers		9067.18	161.91			
TOTAL	58					
work		11448.92				
supervision		14924.75				
pay		2265.56				
promotion		4669.93				
co-workers		10494.31				

Table 5

SUMMARY OF GROUP MEANS FOR INCLUSION, CONTROL, AFFECTION, AND DYAD COORIENTATION GROUPS

	N	Satisfaction with Work	Satisfaction with Supervision	Satisfaction with Pay	Satisfaction with Promotion	Satisfaction with Co-Workers
INCLUSION						
Similarity	24	19.63	16.25	10.37	12.00	13.88
Part. Sim.	18	30.00	23.00	12.83	13.83	21.67
Dissimilarity	17	31.24	27.35	14.12	17.12	24.00
CONTROL						
Similarity	16	26.06	25.50	12.00	12.00	21.19
Part. Sim.	19	25.11	17.53	11.37	17.05	15.95
Dissimilarity	21	26.86	23.57	13.14	14.71	21.43
AFFECTION						
Similarity	19	16.26	17.05	9.47	8.21	15.32
Part. Sim.	18	31.67	23.67	12.83	16.83	19.17
Dissimilarity	22	30.14	23.59	14.05	16.77	22.50
DYAD						
Similarity	14	16.50	19.29	10.29	7.07	15.86
Part. Sim.	22	28.86	17.18	11.18	13.23	14.86
Dissimilarity	23	31.30	27.00	14.35	19.04	25.30